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situation is traced in some detail from the hopeless muddle of the monarchy through the reckless extravagance of the Republic and the vicious methods of the Directory. The author gives a higher place to the work of the Constituent Assembly than is usually accorded it. "Much of the work of reorganization undertaken by the Constituent Assembly was permanent, although modified in particular features by subsequent legislatures."

The last third of the volume deals with the Consulate and the Empire. The author shows that Napoleon "exaggerated all that was pernicious in the foreign policy of the Convention and the Directory," that by pushing the arms of France beyond her borders and insisting upon an impossible repression of trade, the so-called "Continental System," he made "the permanence of his rule impossible."

Possibly the chief criticism of the book is implied in the scope of its title. Any consideration of so wide a field within limited space would of necessity be crammed with details and a vast number of confusing events. One feels the lack of a broad underlying philosophy. It is precisely this unifying background which would best justify a work dealing with so broad a field and it is precisely this which one fails to find in Mr. Bourne's work.

Fifteen pages of "Notes on Books," an informal critical discussion of the leading works both primary and secondary which deal with the period, are appended. Although they make no reference to the valuable contributions in the historical periodicals, they are very valuable.

PAUL LAMBERT WHITE.

University of Pennsylvania.

CASSAU, THEODOR D. *Die Konsumvereinsbewegung.* Pp. xxii, 230. Price, M.6. München: Verlag von Duncker and Humblot, 1915.

KING, WILLFORD I. *The Wealth and Income of the People of the United States.* Pp. xxiv, 278. Price, \$1.50. New York: The Macmillan Company, 1915.

The author devotes himself to an examination of the figures bearing on the wealth and income of the American people. The sources upon which he relies are, in the main, census figures, although he admits very frankly their questionable character. As he proceeds with his analysis of figures which "are probably faulty" he excites in the reader a species of terror by the liberties which he takes with his admittedly faulty base material. He confesses the absurdity of his position when he says: "In some cases, the original counts (principally by government officials) were doubtless faulty, but only when the errors were evident has the author attempted to go behind the returns and criticise the validity of government reports" (p. vii). The author, by assuming such a position, has opened himself to the charge of "building palatial generalizations on tottering fact foundations."

S. N.

MÜNSTERBERG, HUGO. *Business Psychology.* Pp. xi, 296.

ALLEN, IRVING R. *Personal Efficiency, Applied Salesmanship and Sales Administration.* Pp. ix, 315. Chicago: La Salle Extension University, 1915.

Business Psychology by Hugo Münsterberg is a text most admirably adapted to the student or instructor of business who wishes emphasis upon fundamentals

as well as the possession of an accurate and discriminative vocabulary aiming to relate the principles of psychology directly to the needs and the interests of the business world.

In his preface, Professor Münsterberg deprecates the fact that so much of our business literature has been written in the merely popular and snappy style. While admitting the inspirational elements of such writing, he insists that the problems of business should be taken more seriously. It is in the spirit of science and accuracy with a text unfolding itself from "first principles first," in an appreciation of the fundamental factors—sensation, perception, memory, emotion and attention that he proceeds to the more complex human expressions involved in suggestion, will, value, etc.

Systems for practical tests in the various fields of business, constructive criticisms of past and prevailing tests in analyzing human characteristics as found in The Blackford Plan and an analysis of the basic factors in any calling of life, are among the numerous interesting topics fully discussed and directly related to everyday business experience.

If there is one point of criticism with respect to the appreciation of *Business Psychology* it is that a half-hearted or careless thinker will not be tempted to follow through all the niceties of discrimination involved. But to the earnest student, Professor Münsterberg has given a text whose basic and well correlated expositions dignify and set functioning the psychic values of business experience. The business executive, buyer, seller, employer of office help and the employer of labor will find *Business Psychology* valuable in assisting to build up a standard for correct human judgments.

At this period in the unfolding of business problems authoritative literature regarding a sane standard in classifying types of buyers and salesmen is needed. Such problems as inherited dispositions of intelligence, temperament, character and special talent are here handled with an admiring glance at the power yet to be wielded by the newer type of business expert now evolving,—the psychological engineer.

The spirit infused into the book *Personal Efficiency and Selling* by Irving R. Allen is as much inspirational as interesting in its emphasis upon the necessity of personality as a factor in business success.

Mr. Allen has marshalled in dramatic array dozens of concrete selling problems involving a solution dependable upon human action. Selling is not considered in the specific sense of an individual sale but includes a discussion of such characteristics in human experience as bring success "in social affairs, in politics, in the church, in the home, or in whatever place men strive to achieve."

This text recognizes two dominating and influential fields in relation to selling forces, namely, the personal point of view involving the development of self, and the administrative phase of selling involving the sales manager in his activities related to the distribution of goods and selling policies.

The vital problems of controlling men in the field, hiring help, and training help are amplified by effective and encouraging examples.

Largely speaking, *Personal Efficiency and Selling* is a book which enthusiastically introduces its reader into a conviction that power and success will come if feeling for one's work is rightly directed in the mastery of selling problems.

There is not so much emphasis given to the pure science by which human qualities are to be evolved as an assurance that they can be evolved.

HERBERT W. HESS.

University of Pennsylvania.

PUTNAM, RUTH. *Alsace and Lorraine.* Pp. viii, 208. Price, \$1.25. New York: G. P. Putnam's Sons, 1915.

This is a timely presentation of the checkered history of Alsace and Lorraine, or more properly speaking of that territory which is comprised in modern Alsace and Lorraine, from 58 B. C. to 1871 A. D. The book is furnished with valuable maps and contains two appendices, one containing a list of the principal treaties which have affected the political status of Alsace and Lorraine in their entirety or in parts, and the other a list of the sources used in compiling the volume.

P. L. W.

STEINER, BERNARD C. *The Life of Reverdy Johnson.* Pp. v, 284. Price, \$2.50. Baltimore: The Norman, Remington Company, 1914.

Dr. Steiner has rendered a real service in giving to the public this account of the career of a distinguished American lawyer, senator and attorney-general of the United States in Taylor's cabinet. Reverdy Johnson is a name well remembered in Maryland where his eminence as a lawyer and a leader of the Bar was recognized; but his services as a border state unionist, though a Southern sympathizer, and his good influence during the reconstruction period, and as minister to Great Britain are less generally known.

Dr. Steiner has had access to good sources of information and has well performed a by no means easy biographical task.

J. C. B.

STEINER, EDWARD A. *Introducing the American Spirit.* Pp. 274. Price, \$1.00. New York: Fleming H. Revell Company, 1915.

This is an ingenious attempt to interpret America on the basis of the author's optimism and idealism. It assumes the story form in which the author describes his effort to introduce the American Spirit to a noted German and his wife whom he calls the Herr Director and the Frau Directorin. He meets them upon their arrival in New York, shows them the city, conducts them to the Lake Mohonk Peace Conference, introduces them to the big Eastern universities, pilots them in a tour of the country including Chicago, Salt Lake City, California and back to Grinnell College, Iowa, the writer's home. The author will convince many readers as he convinced the Herr Director that what he saw was in his glasses and not in the objects themselves, but we do like his glasses, and wish there were more of them. The book is cheerful and delightful reading.

J. P. L.